

7 MAR 1960

MEMORANDUM FOR: Comptroller

SUBJECT : CIA Career Service Program

REFERENCE : Inspector General's Report of Survey of the
CIA Career Service, December 1959

1. In accordance with your request the referenced report has been reviewed, and set forth herein are comments for consideration in the consolidated reply.

2. Generally speaking, we would agree with the findings of the survey; in fact, comments submitted to you in our memorandum dated 17 February 1959 in response to the questionnaire from the IG on this subject included comment relative to accelerating career development, which is the key to a meaningful and sound career service, as emphasized by the IG.

3. Throughout the survey report, however, there seems to be implied that the need for a good career service program is only acute with respect to employees identified as the hard core of professional intelligence officers. It is stated that other positions of a support nature should be regarded as non-careerist in intelligence. We believe that this is a very debatable point since, as in the business of intelligence, support activities play a major role to the extent that many such operations are a direct part of the development, collection and evaluation of intelligence material. Also, all employees in support activities, even those in the most overt phases, must contend with the constant factor of security which limits and restrains them throughout their entire careers. This compels them to be real devotees to their jobs and they too should be covered by a sound career program and have benefits normally accorded civil servants plus any special benefits considered necessary under the circumstances.

4. It is recognized that in certain activities in the field of intelligence, experience and knowledge gained has little marketable value except in intelligence work and also there may be aspects of responsibilities borne by some intelligence officers for which they are not adequately compensated, which may tend to discourage junior personnel of high capabilities and potential from accepting Agency employment. Special benefits probably should be developed to offset such inadequacy; however, it is felt that extreme care should be exercised to insure that an "elite corps" is not established and that no group or groups of employees result in being "second" class.

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5. In discussing support personnel it is stated that these specialists comprise persons whose true careers lie in other professional fields but have talents and skills needed by the Agency. Several years ago, with the expansion of activities, many persons whose careers were already developed in technical areas were drawn into the Agency from other U. S. Government agencies and from private business. This was a somewhat crash situation and, although these individuals from a technical standpoint immediately made a worthy contribution, it required, as it does for all new employees, a long time before they were sufficiently familiar with operating activities to best serve the Agency. It is believed that, except in unusual circumstances, recruitment of all personnel, support as well as operational, should be at junior levels. Under a well-planned and executed career program the experience, training, and development of junior personnel provided by the program will benefit the Agency by providing highly qualified and experienced career operational and support employees, as well as affording full opportunities to such employees to develop to senior levels and assume greater responsibilities.

6. We agree that career service should be formulated on occupational lines rather than organizational lines with a separate service designated as sub-professional for all clerical positions. Also, we concur in the proposal of the IG that a CIA Career Development Board serving on a full-time basis be established which would report directly to the DCI and function independently of the chain of command in developing career service policy and in acting on an advisory and monitoring capacity in the execution of such policy. The final action responsibility nevertheless should be retained within the operational components and the Office of Personnel. Under such a centrally controlled body, uniform policies would be applied and full benefit obtained by the Agency through the Board, ensuring that the most capable employees are provided ample opportunity for advancement and that appropriate training has been made available to employees in order that they may prepare themselves to assume greater responsibilities.

[Redacted Signature]

Chief, Technical Accounting Staff

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